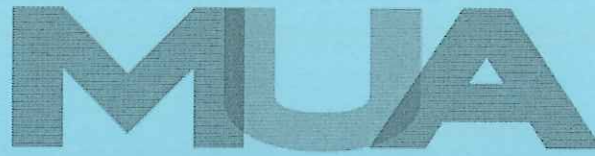


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UNDERGRADUATE UNIVERSITY EXAMINATIONS
SCHOOL OF MANAGEMENT AND LEADERSHIP
DEGREE OF BACHELOR OF ARTS IN DEVELOPMENT STUDIES

BDS 407 : PROJECT LEADERSHIP AND MANAGEEMNT SKILLS

DATE: 11TH DECEMBER 2017

DURATION: 2 HOURS

MAXIMUM MARKS: 70

INSTRUCTIONS:

1. Write your registration number on the answer booklet.
2. **DO NOT** write on this question paper.
3. This paper contains **SIX (6)** questions.
4. Question **ONE** is compulsory.
5. Answer any other **THREE** questions.
6. Question **ONE** carries **25 MARKS** and the rest carry **15 MARKS** each.
7. Write all your answers in the Examination answer booklet provided.

QUESTION ONE

Read the Case Study below carefully and answer the questions that follow:

RESCUING A SMALL PROJECT

Recently Aisha was asked to jump in and rescue a small infrastructure project that was headed for disaster.

What did she do?

1. Assessed the project objectives and current status
2. Identified the current project team members
3. Discovered the project's major issues - and any major critical deliverables that were behind schedule
4. Determined who needed to be added (or removed) from project team
5. Got the team talking, regularly and frequently!
6. Attacked the most important issues and most critically behind challenges first
7. Quickly and honestly reset any customer expectations, if necessary
8. Communicated regularly and directly with the team and with project stakeholders

Of this process, there were really two critical success factors.

First, she needed to push the long lead time items that had been missed, getting them in motion with expedited speed and escalated priority. In this case, that was circuit orders and equipment budget approval and orders.

Second, they needed to start communicating. The team wasn't talking amongst itself, no one was talking to the customer and vendors, and it was killing the initiative. Establishing a project team email chain, twice-weekly brief status and problem solving meetings and customer-focused status summaries made a huge amount of difference!

The team grew to understand the big picture and was more productive with group accountability for their deliverables.

There's a fine line that a project manager must walk with customer communication. On one hand, she believed in honesty and transparency related to project status. On the other hand, felt that alerting your customer every time there is an issue can be counterproductive, it creates a Chicken Little the sky is falling mentality. Her choice was to maintain issues documentation that customers can review if they choose to - but she only alerted them of the issues that have a high probability of impacting the end result - time, scope, quality or budget.

Was the rescue effort successful? The project is still unfolding, it's due to wrap up at the end of the month. At this point, it seems to be back on track, with all planned components scheduled to complete on time. The customer is happy with progress and the project team members are pleased to be part of the effort.

Required:

- (a) Define communication? (1 Mark)
- (b) From the case identify and explain two critical success factors needed to rescue the project (4 Marks)
- (c) From the case study discuss the specific management and leadership attributes Aisha needed to rescue to project (8 Marks)
- (d) Using the above case what are the effective communication skills for a successful Project Manager (12 Marks)

QUESTION TWO

- (a) Define project environment and describe any three project environments. (7 Marks)
- (b) Explain how a project Manager yield authority over the project team. (8 Marks)

QUESTION THREE

State and explain the most frequently reasons for filing a claim against the owner of a project. (15 Marks)

QUESTION FOUR

(a) Differentiate between project monitoring and evaluation. (5 Marks)

(b) Discuss the five distinct phases of negotiation process (10 Marks)

QUESTION FIVE

a) Highlight five uses of project management software (5 Marks)

b) Assess ways in which Project Managers violate the corporate responsibility and ethical issues in project management? (10 Marks)

QUESTION SIX

(a) What is a transformational leadership? (3 Marks)

(b) Henry Fayol is considered as the father of management. Explain his six principles management (12 Marks)